

**ACADEMIC COUNCIL  
UNIVERSITY OF NOTRE DAME  
MEETING OF SEPTEMBER 6, 2000**

**Members Present:** Rev. Edward Malloy, C.S.C., Nathan Hatch, Rev. Timothy Scully, C.S.C., Rev. John Jenkins, C.S.C., Jeffrey Kantor, Carol Mooney, James Merz, Rev. Mark Poorman, C.S.C., Francis Castellino, Frank Incropera, Eileen Kolman, Patricia O'Hara, Mark Roche, Carolyn Woo, Jennifer Younger, Jean Porter, Susan Roberts, Thomas Blantz, Rev. Patrick Gaffney, C.S.C., Naomi Meara, Sonia Gernes, Carolyn Nordstrom, Patricia Blanchette, Teresa Ghilarducci, W. Robert Scheidt, Ikaros Bigi, Umesh Garg, Joseph Powers, Panos Antsaklis, Rick Mendenhall, Edward Conlon, Alan Krieger, Kenneth DeBoer, Ava Preacher, Andrew Olejnik, Patrick Shea, Sarah Bassler

**Members Absent:** Joan Aldous

**Members Excused:** Jay Tidmarsh

**Observers Present:** Mary Hendricksen, Dennis Moore, Capt. Patrick Casey, Barbara Walvoord

**Observers Absent:** Harold Pace, Dan Saracino, Omar Munoz

Prof. Hatch opened the meeting at 4:05 p.m. with a prayer.

Fr. Malloy explained that this is the "retreat meeting" of the Academic Council. During the first part of the meeting, he, Prof. Hatch, Fr. Scully, and Prof. Kantor will comment on various events and plans at the University. Then, Council members will elect the review committee for Prof. Hatch, who is starting his fifth year as the University's Provost. Finally, members of the Council's three standing committees will meet and set their agendas for the year.

**1. Remarks of Fr. Malloy.**

**(a) *Ex corde Ecclesiae*.** Fr. Malloy announced the release of the booklet *The Application of Ex corde Ecclesiae for the United States*, issued by the National Conference of Catholic Bishops.

Fr. Malloy explained that the apostolic constitution on higher education, *Ex corde Ecclesiae* ("From the Heart of the Church"), was issued on August 15, 1990 by Pope John Paul II. The document described the identity and mission of Catholic colleges and universities and provided General Norms to be applied concretely by episcopal conferences throughout the world. The United States' bishops set forth proposals for

the application of *Ex corde Ecclesiae* in various documents, which generated nine years of discussion. In November 1999, the bishops approved a final document, which Roman authorities subsequently approved in May 2000. Now, there is a year assigned for conversation about implementation of the final document.

Fr. Malloy said he believes Part One, "Theological and Pastoral Principles," of the bishops' document will not be controversial. It is Part Two, "Particular Norms," that is likely to generate disagreement.

As to Notre Dame's course of action in this final year of discussion, Fr. Malloy said there are various entities at the University with varying degrees of responsibility. One entity is the Fellows; another is the Trustees; a third is the Academic Council; and a fourth is the Theology Department, whose members are, potentially, particularly affected by the norms. These various groups will participate actively at as many levels of meetings and considerations of the document as is feasible. Meetings may occur on the diocesan, regional, and national levels.

Fr. Malloy said, to date, there has not been much discussion about how conversation at any of the three levels will proceed. Four persons, representing either organizations of Catholic educators or learned societies, have been added to the Bishops' Committee on Implementation. He is on the Board of the Association of Catholic Colleges and Universities, the most representative body of Catholic educators. That Board has sought various kinds of counsel and will be included as participants in whatever format unfolds for discussion this year.

Personally, Fr. Malloy continued, he has had the opportunity to make his views on the implementation of *Ex corde Ecclesiae* well known. He thinks it is important for a cross-section of interested and responsible parties to have another chance at stating their views. He has ordered copies of the *The Application of Ex corde Ecclesiae for the United States* for all Academic Council members. If, in the future, the Council chooses to deal with *Ex corde Ecclesiae* in some detail, all members can then refer to the same pages of the same document.

**(b) Northeast Neighborhood Initiative.** Fr. Malloy next discussed Notre Dame's involvement in an initiative in South Bend's Northeast Neighborhood, which borders the campus on the south. The University announced last week that, with the approval of the officers' group, it has committed funds to renovate the former Goodwill/Aldi's facility near the corner of Eddy Street and Corby Boulevard. Notre Dame owns the former Goodwill/Aldi's property, will pay for its renovation, and has committed funds for programming. In addition, the University's Center for Social Concerns is committing funds and personnel to the project. Notre Dame's involvement in the project will be supervised by Lou Nanni, Fr. Malloy's Executive Assistant. He will report to a committee established by the officers' group. Plans are for the buildings to become a neighborhood center for area residents, particularly youths and senior citizens. Meeting

and office space will exist at the Center for such neighborhood groups as the Northeast Neighborhood Association.

Several kinds of programming are in development. In an attempt to bridge the “digital divide,” an important component of programming will involve computers – not only classes for children, but internet access for neighborhood residents of all ages. A second component of the programming will be health related. St. Joseph’s Regional Medical Center will offer various kinds of medical advice and counsel to residents. The Center will also provide a safe and convenient place for church groups in the neighborhood to meet and to sponsor their own programming.

Fr. Malloy said the establishment of the neighborhood center is one element of what he hopes will be a long-range strategy for invigorating and increasing home ownership and retail development in the Northeast Neighborhood. Notre Dame, St. Joseph’s Regional Medical Center, Memorial Hospital, and Madison Center have each committed money for the next five years to stimulate these efforts. Those organizations, together with representatives elected from the neighborhood, have formed an organizing council. A number of other entities and groups have been contacted and have expressed interest in joining the coalition.

The organizing council is in the process of selecting an executive director, who will analyze the needs of the neighborhood and receive full community input. The executive director will also explore how to leverage state and federal dollars that might be available for the neighborhood revitalization project.

A statistical profile of the neighborhood has been completed; it reveals a gradual, but serious, reduction in home ownership. In the early 1990's, there were significant crime problems in the neighborhood. The building known as the Notre Dame Apartments was down to weekly and even daily rental, and hold-ups and other serious crimes were occurring. The University felt the need to take dramatic action. It helped make money available to buy and renovate the Notre Dame Apartments, as well as several other structures that had become problematic. Those actions, however, were a short-term response to safety and quality-of-life concerns.

Fr. Malloy said the University’s participation in this new, long-range initiative is not undertaken defensively, but because it is the right step to take. At times, there is resentment of the University from some of its neighbors. Generally, the students who live off-campus are good citizens, but there are occasional complaints and problems. The University hopes to bridge some of the boundaries between the campus and its surroundings, as well as infusing some of its energy and talent into the neighborhood.

Prof. Ghilarducci asked if the University had considered encouraging home ownership in the Northeast Neighborhood by faculty and graduate students through such incentives as low-interest loans.

Fr. Scully replied that he chairs a University committee regarding neighborhood initiatives. The possibility of offering low-interest loans to University faculty and students is one initiative the committee will address as it engages in strategic thinking about the neighborhood. The committee will ask the question: What would the University like the neighborhood to look like in twenty, thirty, and forty years?

Prof. Hatch commented that last year a group from Notre Dame visited the University of Pennsylvania to learn about a very successful program there to help stabilize a neighborhood adjoining its campus.

Fr. Malloy said Stanford, the University of Chicago, and Columbia are just three universities that have engaged in neighborhood revitalization projects. While Notre Dame's situation is not dire, the University is trying to address the problem of neighborhood deterioration before it is out of control. The Northeast Neighborhood does have certain indications of deterioration, particularly the median age of the majority of its housing. Habitat for Humanity has built some houses in the neighborhood. Those projects benefit families and stabilize the neighborhood, but do not upgrade it significantly. Fr. Malloy cautioned that whatever projects are initiated in the University's surroundings must be undertaken with sensitivity to the present residents of the neighborhoods, including their racial and economic mix.

Fr. Malloy said that when he asks faculty and administrators new to the University why they choose to live where they do, the two replies he hears most frequently are "safety" and "schools." The quality of housing is an additional factor in their decision. Some people choose to live in suburbia; some in more urban environments. Whatever their decision, because safety, schools, and the quality of the housing stock are the critical factors, these are matters in which the University is interested. It is not interested in tearing down neighborhoods and building anew. With the initiative, there is now a coherent strategy for the neighborhood in which the University will have an effective voice.

Prof. Scheidt asked whether the residential section of South Bend known as Harter Heights is considered part of the Northeast Neighborhood.

Fr. Malloy said, for purposes of the initiative, the official description of the Northeast Neighborhood does not include Harter Heights. It does include areas south of Harter Heights – for example, Niles Avenue, where Madison Center is located, a new townhouse development is under construction, and the Marriott's Residence Inn is located. While St. Joseph's Regional Medical Center is contained within the official description of the area, its presence in the neighborhood is a variable the University cannot control. The hospital's Board of Directors has indicated a certain ambivalence about remaining in the center city.

Fr. Scully stated that the Neighborhoods Initiatives Committee he chairs also intends to deal with areas east of the campus. The University is the largest landholder

in that area. As the University expands, it will most probably need to acquire more property there.

Fr. Scully said another task of his committee is to discuss a strategy for the University's charitable giving in the neighborhoods surrounding campus. An audit he requested revealed that Notre Dame gives approximately 1.5 million dollars in cash annually to various local organizations. Different units give different gifts at different times. When it is all added up, the total is substantial – with a high amount of double, triple, and even quadruple giving to the same entities. Thus, he would like to examine the situation in depth and then develop a coherent strategy for the University's donations.

**(c) *U.S. News and World Report* rankings.** Fr. Malloy then discussed the results of the latest *U.S. News and World Report* rankings of the nation's colleges and universities. Notre Dame was ranked 19<sup>th</sup> in the category of national research universities – the same rank it held last year.

Fr. Malloy explained that every year the magazine's rankings change, in part, because the editors adjust their methodology – e.g., the weight given to one of the factors or subfactors may change or a new factor may be introduced. For example, a year ago the California Institute of Technology, which had never been in the ranking's top three, suddenly became number one. This year, Cal Tech dropped to fourth place and Princeton was ranked first. The reason for the shift was not so much a change at the institutions, but a change in the magazine's methodology. Keeping in mind, Fr. Malloy said, that the rankings are intended to evaluate the quality of a school's *undergraduate* instruction and learning environment, it is interesting to note the schools that are behind Notre Dame in the new rankings. Institutions ranked lower than Notre Dame are: the University of California at Berkeley, the University of Virginia, Vanderbilt, Carnegie Mellon, Georgetown, UCLA, the University of Michigan, and the University of North Carolina at Chapel Hill. These schools occupy places 20 through 25 in the rankings, although they are widely considered some of the best universities in the country – even the world.

Fr. Malloy then provided an overview of some of the factors contributing to Notre Dame's rank of 19. For the Academic Reputation factor, which comprises 25% of a school's overall score, Notre Dame had a 3.9 out of a possible 5.0. All schools ranked above Notre Dame overall were at least slightly higher on this factor. For the Graduation and Retention Rate factor, contributing 20% of the total score, Notre Dame was rated fourth – behind Harvard, Princeton, and Yale. For a subfactor in this category, Average Freshman Retention Rate, Notre Dame's score was 98%, behind Princeton at 99%, and tied with Yale and Stanford. Fr. Malloy also noted that *U.S. News and World Report* ranked Notre Dame 21<sup>st</sup> in "Best Business Programs" and 44<sup>th</sup> in "Best Undergraduate Engineering Programs with Ph.D."

Fr. Malloy said the magazine's rankings are the single most influential source for

parents and prospective students trying to determine the “best” schools. Notre Dame has made progress in some categories in which it has received lower scores in the past.

Fr. Malloy noted that an institution’s score in the very important Academic Reputation category is the result of a qualitative judgment. To arrive at that score, three people – presidents, provosts, and directors of admission – from peer institutions (Notre Dame’s category is “National Research Universities”) rank schools by putting them in a quintile: Distinguished, Strong, Good, Adequate, or Marginal. The remainder of the factors used to calculate an institution’s rank are based on quantitative data submitted by the institutions themselves.

Prof. Castellino said regardless of what University administrators think of the *U.S. News* rankings’ validity, many people perceive them as the final word on institutional quality. Given that the rankings are determined largely by data submitted by institutions themselves, he asked how much time is spent at Notre Dame strategizing about the numbers and, without cheating, trying to make them look as strong as possible?

Prof. Kantor answered that a small coordinating committee does just what Prof. Castellino suggests. It tries to ensure that the University’s responses are accurate, but also to provide the best picture possible. Increasingly, he said, *U.S. News and World Report* is moving to standard sources of data rather than self-reported data. For example, financial numbers for the rankings are based on what an institution submits for the Integrated Post-Secondary Education Data System - National Center for Education Statistics (IPEDS) survey. Many times, institutions’ self-reported data are not reported on a comparable basis. The challenge lies in making sure Notre Dame understands how its peers are reporting data.

Prof. Castellino said that it is clear that lobbying of the editors exists – as shown by Fr. Malloy’s explanation of Cal Tech’s rise and fall in the rankings.

Prof. Kantor recalled that Dr. Eva Nance, Director of Notre Dame’s Office of Institutional Research, made a presentation to the Academic Council on January 24, 2000, in which she explained the kinds of data the University reports and how the data influence the different measures the magazine’s editors use in the rankings. He said the University knows its strengths and weaknesses in the data and in how the numbers are put together.

Prof. Porter asked Fr. Malloy to explain Notre Dame’s score of 3.9 for the Academic Reputation measure. Fr. Malloy said no school received a 5.0, the highest score possible. Five schools – Princeton, Harvard, Yale, MIT, and Stanford – have a 4.9. Some of the universities clustered just above Notre Dame on this measure are Emory and the University of Washington (4.0); Washington University in St. Louis and Vanderbilt (4.1); and Carnegie Mellon, Rice, and the University of North Carolina at

Chapel Hill (4.2). All the schools in the top 25 are at 3.9 or above; all in the top 50 are at 2.9 or above.

Prof. Porter asked how Notre Dame's score on this measure has changed over the last few years. Mr. Moore answered that he did not have an immediate comparison because the magazine recently began using digital ranks on scales of 4.0 – now 5.0 – after many years of using numerical rankings – for example, 1<sup>st</sup> or 5<sup>th</sup> or 21<sup>st</sup>. [Mr. Moore has prepared an appendix to the minutes comparing the 1987 *U.S. News and World Report* rankings with those of 1991 and 2000.]

Fr. Malloy reiterated that, for the Academic Reputation measure, the president, provost, and admissions director of a school are asked to place their peer institutions in a quintile. Thus, if Notre Dame is to change its ranking, these are the three classes of people it must influence. The prevailing strategy is for schools to send these administrators their magazines and bulletins.

Mr. Moore said Notre Dame sends the decision makers at other institutions material that is more focused than magazines or bulletins.

Mr. Olejnik asked for clarification of Notre Dame's score in the Faculty/Student Ratio category. Fr. Malloy answered that it is 13:1. Cal Tech has a 3:1 ratio, the University of Chicago has a 4:1 ratio, and Princeton and Emory have a 6:1 ratio. He noted that directly below Notre Dame in the overall ranking is the University of California at Berkeley with a 17:1 faculty/student ratio.

Mr. Olejnik pointed out that only two of the schools achieving an overall rank higher than Notre Dame have double-digit Faculty/Student Ratio scores. Cornell, ranked 10<sup>th</sup> overall, has a 13:1 faculty/student ratio; Brown, ranked 15<sup>th</sup> overall, has a 15:1 ratio.

Prof. Powers noted that the *U.S. News and World Report* rankings are available on the Worldwide Web at the site named <http://www.usnews.com>. He then asked how Notre Dame's ranking has changed over time.

Prof. Kantor answered that Notre Dame's ranking has been generally, but modestly, up. He again referred Council members to Dr. Nance's presentation of last year. At that time Dr. Nance stated that Notre Dame's fortunes in the rankings are more tied to shifts in the magazine's methodology, particularly in the weights given to various factors, than to changes in the institution. Institutional changes have a limited effect on the rankings because the weight of single measures is usually small, because institutional change is not dramatic, and because the University's competitors are moving in the same direction it is.

Prof. Bigi pointed out that because the Academic Reputation score is arrived at by placement in a quintile rather than by giving each institution a digital score, small

shifts in scoring could have a large impact. Fr. Malloy agreed.

Prof. Woo said recent articles in *Washington Monthly* and *The Washington Post* reported that, in 1997, *U.S. News and World Report* asked for an independent audit of its methodology. While the audit found the methodology to be flawed, the editors have ignored it. She suggested that any University press release concerning the rankings might note the audit report's findings.

**(d) Alcohol Abuse.** Fr. Malloy then provided an update on the ongoing, national discussion of problems associated with college students' drinking, including its impact on academic performance. In the next two months, a committee he has co-chaired at the National Institutes of Health will issue a report to Congress on campus alcohol abuse. The report collects the findings of the country's best-qualified research scientists on this subject, as well as the views of college and university presidents.

Fr. Malloy said he knows the Academic Council's Undergraduate Studies Committee took up the topic of alcohol abuse last year. In addition to studying the impact of excessive drinking on academic performance, the committee attempted to discover whether there were factors unique to Notre Dame's campus that might make alcohol abuse a significant issue. The NIH report indicates that Notre Dame *does* have a number of the factors that have been shown to make alcohol consumption a serious issue; however, programmatically, in terms of trying to change the culture, there is nothing recommended in the NIH report that Notre Dame is not trying in one form or another.

Fr. Malloy said he and Fr. Poorman are in regular conversation about this topic. One matter they have discussed and that is noted in the NIH report is the importance of Friday classes, particularly classes with exams or other rigorous requirements, in controlling student drinking. Notre Dame, however, appears to be moving fairly quickly to a four-day academic calendar. This shortens the number of days required for responsible behavior. While there are many pressures to move to a four-day week, Fr. Malloy said he believes the relation of a shortened week to student drinking is one dimension of the class scheduling issue to consider.

Prof. Scheidt commented that, when classes do meet two days a week, a Monday/ Friday schedule should be considered as well as the more common Tuesday/Thursday and Monday/Wednesday schedules. The College of Science is short of space. It has no alternative but to have Friday classes, including labs that meet until 5:00 p.m. that day. It is more difficult to hold classes on Friday when classes in other colleges are finished for the week on Wednesday or Thursday.

Prof. Kantor replied that a small number of Monday/Friday classes do exist, as well as some classes that meet on a Wednesday/Friday schedule. At times, the Registrar's Office tries to work a scheme of two classrooms and three classes – e.g., Monday/Wednesday, Wednesday/Friday, and Monday/Friday – to make the best use of

classroom space, as well as to accommodate some Friday classes. Dr. Harold Pace, University Registrar, is the person to whom each department should speak regarding class scheduling.

Prof. Incropera said classroom space is a resource he does not believe the University is effectively utilizing. It is difficult to find classroom space Tuesday through Thursday, but not at all difficult to find a classroom on Friday.

Prof. Kantor said the prime time for classroom space is Tuesday/Thursday mornings. One of the most underutilized slots is 8:30 a.m. Monday/Wednesday/Friday. If colleges can be persuaded to move some courses to that hour, they would address Fr. Malloy's concern about the relation of the class schedule to excessive drinking.

Mr. Olejnik commented that he believes a Wednesday/Friday schedule is more effective in reducing student drinking than a Monday/Friday schedule. If students have Wednesday off, there is a greater likelihood they will drink on Tuesday evenings. Already, little drinking occurs on Sunday night because alcohol cannot be purchased in Indiana on Sunday and dorms hold their Masses that evening.

Fr. Malloy said the Undergraduate Studies Committee can continue with this topic.

**(e) Proposed University Council on Academic and Student Life.** Fr. Malloy asked Prof. Hatch and Fr. Poorman to speak about a new council they will co-chair on the interface between the academic and student life spheres of the University.

Prof. Hatch said he is looking forward to working with Fr. Poorman and the council. Some council members will be elected; others appointed. Prof. Mooney's report of April 2000, which recommended the formation of the council, had many good suggestions on the kinds of issues it should consider. To begin, Prof. Hatch thinks a central responsibility of the council should be to try to assess and monitor where the University is in respect to the interface between the academic and student life spheres. Beyond that, he expects the council will try to formulate interesting initiatives for living and learning unities. For instance, one suggestion from the task force on curricular innovation was the creation of small residential learning communities for students in their senior year. Other ideas that were intended to help residence-hall life take on a more cerebral quality, such as the Hall Fellows program, have been tried at the University with varying degrees of success.

Prof. Hatch continued that he and Fr. Poorman will jointly set the agenda for council meetings. They have already instituted regular meetings between the Provost's Office and the Office of Student Affairs. This spring, the two offices will hold a meeting to bring together deans, associate deans, and rectors for a program that will include such topics as "What I Wish Rectors Knew About Students" from the faculty side and "What I Wish Professors Knew About Students" from the rectors' side.

Fr. Poorman said he has enjoyed working with Prof. Hatch on putting together an agenda for the new council. He expects it to be a group that makes broad policies rather than one that deals with individual issues. One topic the council will take up is how well some academic departments and offices are meeting the needs of student life.

Prof. Porter asked if, at some point, Prof. Hatch and Fr. Poorman will issue a document setting forth the constitution of the council, its exact portfolio, how the members are to be elected or appointed, and other such details.

Prof. Mooney replied that the document will be available this semester.

Prof. Porter asked if it would be possible to issue it still this month. There is some interest in the Faculty Senate in looking at the document and seeing if it can work out a liaison arrangement with the new council or obtain the right of agenda. To accomplish this, the Senate needs to know more specifically how the council is being put together.

Profs. Mooney and Hatch said they believed it would be possible to release such a document by the end of September.

**2. Remarks of Prof. Hatch.** Prof. Hatch said an issue that he will initially bring to the Provost's Advisory Committee (PAC), but that may eventually return to the Council, is the possible amendment of the Academic Articles to accommodate the making of faculty appointments across departmental lines. The issue is one of immediate interest because there are several important faculty appointments that are proving difficult to make given current departmental structures. One such example is the desire to make appointments in the field of Business Ethics. For the most part, the Management Department of the Mendoza College of Business is comprised of social scientists; however, the most outstanding business ethicists are humanists. Another example involves a proposal from the Kroc Institute for International Peace Studies for an appointment to a professorship in Religion and Peacemaking that has been funded by the Luce Foundation. The candidate who would best fulfill the purposes of the Luce grant would straddle the departments of Theology and Government, but does not fit well into either department. The problem is that the Academic Articles require that appointments be made by a Committee on Appointments and Promotions (CAP) of a given department. Prof. Hatch said that he planned to discuss this type of appointment at an early meeting of the PAC and then form a small group to explore the advisability of amending the Academic Articles to accommodate such appointments. The issue might then be presented to the Academic Council next year.

Prof. Hatch said he also plans to set up a PAC committee, headed by Fr. John Jenkins, to explore certain enrollment issues. While departments and colleges ebb and flow in enrollment, in recent years, there have been acute problems in certain departments. University tradition is not to have formal gates; however, Prof. Hatch

said, the issue of gates may now need to be explored. The faculty of some over-enrolled departments are not capable of providing adequate education for their students. What action the University should take when serious over-enrollment occurs will be the task of this PAC committee.

A third issue that Dr. Hatch said he would like to explore is grade inflation – a topic on which the Faculty Senate has set forth a proposal. Prof. Hatch said he had thought that grade inflation was a subject appropriate for the Undergraduate Studies Committee to examine; yet, when he sampled the Executive Committee, some members felt that there are complicated dimensions to the subject that involve graduate and professional students as well. Thus, the Executive Committee will explore the topic first. Then, in some fashion, the issue of grade inflation will be forwarded to the Undergraduate Studies Committee. Prof. Hatch noted that the statistics on grade inflation at Notre Dame are quite striking. What the University can do, and whether there are any actions that should be taken, are issues he thinks worth addressing this year.

Fr. Malloy commented that grade inflation is an issue at peer institutions across the nation.

**3. Remarks of Fr. Scully and Prof. Kantor.** Fr. Scully began by reporting on the status of several University construction projects. The Philosophy and Theology Building, which will provide much needed space for Arts and Letters faculty, is proceeding slightly ahead of schedule. The renovation of Hayes-Healy Hurley is ahead of schedule and under budget. The basement of the building is being opened up with some very dramatic window openings for the mathematics library. Also, a small area in the building will become space for International Studies – appropriate, Fr. Scully said, because of the globe in that area. Other than office space for International Studies, the building will be used solely by the Math Department.

In addition, plans for the Center for Performing Arts continue to move ahead. Fr. Scully said he hopes to break ground for that building very soon. Plans for the Science Teaching Facility have been approved and a request for qualifications has been issued to architects and design companies. This is a \$70 million project – the most ambitious building project to date at the University. Fr. Scully thanked Prof. Kantor for his hard work in making possible the construction of this and other facilities.

Fr. Scully continued that the officers and trustees have approved an expansion of the Hesburgh Center for International Studies to accommodate 25 new offices.

Also approved for construction are plans for housing visiting faculty. Prof. Hatch requested such a facility as the number of visiting faculty to all of the University's colleges has continued to rise. The new housing will consist of 24 units of two-bedroom apartments very similar to the Fischer and O'Hara-Grace Graduate Residences.

Fr. Scully said plans are in development to expand the University's presence in Washington, D.C. A benefactor has come forward to make possible the acquisition of a facility in that city.

In terms of facilities on the Notre Dame campus, some of the challenges that lie ahead are expansions to the Engineering and Law School buildings. The Psychology Department has very pressing needs as well. Peer benchmarking reveals that this department is quite behind in its space requirements. Also, the comments of the University's benefactors regarding their accommodations at the Morris Inn have moved from lighthearted to biting. Fr. Scully said his office has put together a committee to examine the possibility of a new lodging facility able to accommodate campus visitors as well as participants in conferences and the Executive M.B.A. program.

As to the University's finances, Fr. Scully said the regular cycle of budget meetings has begun. Thus, this morning, he met with Kevin White, the new leader of the Athletic Department. In the past, the University's budgeting has been fairly centralized. Now, the administration is trying to move towards a model of budgeting that is more responsibility centered – that is, shifting some of the incentives for saving down to the lowest level of responsibility. Under this model, departments, institutes, chairs, and deans can reap rewards from areas in which they have been able to save. Fr. Scully said Dean Woo has pushed the envelope furthest in this regard and has realized some very exciting potential. Now, the University would like to move forward with this idea in other units as well, although some units are more easily identifiable as entrepreneurial than others.

The University has established a relationship with McKinsey and Company for assistance in creating an aspirations-based, long-term planning instrument. This process is just beginning. At some point, the Academic Council and the broader University community will be informed about how the administration wants to move forward with strategic planning. In particular, Fr. Scully said, he is enlisting McKinsey and Company's help in looking carefully into policies regarding aspects of the University's finances such as purchasing, travel, telecommunications, and vehicles.

As to the status of the endowment, Fr. Scully thanked his predecessor, Fr. Beauchamp, for his leadership role in last year's record earnings of 58.7%. While it will be challenging to match this percentage, August proved to be a very good month. Because of endowment growth, the University will be able to increase its endowment spending at the same, or perhaps slightly greater, pace as last year.

With regard to human resources, the University has enlisted some very high-level talent – the heads of Human Resources from the University of Michigan and Duke and the former head of Human Resources for UCLA (now an independent consultant) – to review this area. The review will begin in October. Fr. Scully said he expects to have a report by late Fall which will suggest ways to improve service and quality at the University.

Fr. Malloy added that construction of the Coleman-Morse Building, located in the old bookstore area, will be completed early in 2001. It will house the First Year of Studies, Campus Ministry, the University Writing Center, and Academic Services for Student-Athletes. Coleman-Morse will also contain 24-hour social space.

Fr. Scully added that the University is also moving forward on the first phase of a major, \$8 million renewal effort for the Hesburgh Library.

Prof. Bigi asked Fr. Scully the best time estimate for completion of the Science Teaching Facility, the apartments for visiting scholars, and the Performing Arts Center.

Fr. Scully replied that, because the housing for visiting scholars is essentially a replica of existing Notre Dame buildings and the financing for the facility is already in place, he is optimistic that its construction will be completed in twelve months. The other two buildings are more challenging because of their sophisticated design and construction demands. Best estimates now are five years for construction of the Science Teaching Facility and four years for the Performing Arts Center.

Prof. Kantor explained that construction plans for the Performing Arts Center are further along than those for the Science Teaching Facility. Planning phases of the architect's work for the Performing Arts Center are nearly completed. Thus, as soon as the University is able to break ground, which may be as early as this Fall, construction will take approximately 27 months. For the Science Teaching Facility, the University is just now looking at architects and planners. Some steps can be taken to fast-track the project – for example, bringing a contractor on board immediately. One factor that will determine completion time for the building is the University's ability to provide input and information to the architect and contractor. Four years for the completion of this building would be an aggressive schedule and would require all aspects of the project to fall into place. A more classic approach would allow a five or six-year time frame. The Science Teaching Facility is a challenging project with some uncertainty still remaining. Prof. Kantor said that in three to six months, when the architect and contractor are hired, he would be able to speak much more concretely about a time frame for this building's construction.

Fr. Scully reiterated that the University has recognized the urgency of completing the Science Teaching Facility and has fast-tracked its construction. The project was approved in mid-July and the request for qualifications has already been issued. He said that requests will be returned by September 14, a short list will be available for the trustees to review on October 4, and construction would then move forward.

Fr. Malloy said the University held an event last weekend to raise additional funds for the Science Teaching Facility. On Friday, he spoke to an audience of physicians in their 30s and 40s and their spouses about the needs and plans for the facility. Emeritus Professor Emil Hofman was present and brought back memories of his legendary chemistry tests for the participants in the weekend.

Prof. Kantor announced that the University has begun a search for a Chief Information Officer. The creation of this position was recommended last spring by a University committee composed primarily of faculty members. The position of the University's Chief Information Officer will encompass the roles of Director of the Office of Information Technologies as well as that of Director of University Web Administration. The individual selected will report to the Provost.

Prof. Kantor said, in consultation with the deans, a committee was formed to help with the search. He is chair of the committee. Members include Frank Incropera, Matthew H. McCloskey Dean of the College of Engineering; Jennifer Younger, Director of University Libraries; Roger Jacobs, Director of the Law Library and Associate Dean of the Law School; Dr. Harold Pace, University Registrar; John Sejdinaj, Assistant Vice President for Finance and Director of Budgeting and Planning; Neal Cason, Professor of Physics; Matt Bloom, Assistant Professor of Management; Ted Cachey, Professor, Romance Languages and Literatures; Scott Maxwell, Matthew A. Fitzsimons Chair, Psychology; and Anhtuan Do, a student. Prof. Kantor said that, although he wants to complete the search as efficiently and effectively as possible, it will be a complex and difficult task. Many universities are looking for a person with similar qualifications and, of course, on the commercial side, demand is very intense. Ideally, the search will take two to six months; however, that time frame may prove too optimistic. Anticipating a difficult search, he has proposals from three very competent search firms experienced in university settings. All three have placed individuals in many of the nation's top universities.

Prof. Kantor continued that the search committee will meet for the first time early the next week and further refine the search process. He expects that the committee will look for strong technical leadership in a person who can foster strategic dialogue on technology and then build that into an implementation plan for the campus. The position of Chief Information Officer is a critical, major appointment for the University.

Prof. Woo said she agrees that finding the right person for the position of Chief Information Officer is important. She believes, however, that before choosing the individual, the University should set goals and priorities in the Information Technology area and develop a strategic plan for supporting them. Goals and priorities should reflect scholarship needs – both for research and teaching. The University's units need to know what they should do individually and how to "tie up" with other units at the University. There are many technology choices to make – most of which are very expensive. Proceeding in disparate directions is even more costly. She feels that the implementation of technology is occurring at the University without a good sense of all the different pieces. Thus, she recommends a process that would allow input into development of a university-wide Information Technology plan.

Prof. Kantor replied that he believes the development of a unified plan in the Information Technology area must be the principal agenda for the individual chosen as the University's Chief Information Officer.

Prof. Woo said that for some University searches, particularly at the presidential level, the process is expected to take up to two years. The first eight months of such a search are devoted to identifying goals and objectives for the institution and as well as for the position to be filled. Such a process allows interviews to focus on how the candidate would meet already-established goals. Prof. Woo said she knows that including a planning component in the search process may be very difficult to accommodate, but she is concerned that a person could be hired who does not have a complete sense of what must be accomplished at the University.

Prof. Incropera replied that the Office of Information Technologies has provided much input into goals and objectives. A number of departments and colleges have also conducted studies. He does not think the University is too far away from establishing its perspective.

Prof. Hatch commented that he has found working with executive search firms very helpful. They will push a committee to refine objectives and priorities.

Fr. Malloy said there is no other area of the University either more important or potentially more expensive than information technology. There is a certain amount of frustration in this area because the level of aspiration for computing has grown exponentially. Information technology is so critical that Prof. Hatch has asked Prof. Kantor to spend a significant portion of his time in this area. Every college or university president with whom he has spoken is faced with the same kind of turmoil and sense of infinite demand in this area. The University must be wise in how it chooses a plan and hires the right people to implement it so that a level of satisfaction is reached that users have a right to expect.

Prof. Walvoord commented that another piece of this complicated puzzle is the Teaching and Learning Technology Roundtable (TLTR), which is one of about four or five hundred such campus organizations nationwide. At Notre Dame, the TLTR includes 36 faculty members, students, and administrators. It has met for almost two years. Last spring, the committee submitted a set of recommendations that she believes could be part of the documentation to guide a vision of information technology on campus.

The steering committee of Notre Dame's TLTR will meet later this month to determine whether the group should continue as an entity. It was originally established not only to make recommendations, but to facilitate collaboration and communication among all the various enterprises connected with teaching, learning, and technology. The committee has put a great deal of effort into its recommendations, gathering examples of best practices nationally and on Notre Dame's campus. The TLTR's next task is to determine whether it has a role right now, whether its job is finished, or whether it should wait to do any further work until a Chief Information Officer is hired. Prof. Walvoord said she would welcome the views of Academic Council members on this question.

Prof. Kantor said the TLTR has played a vital role in the discussion of the use of technology in the campus learning environment and in the determination of where the University should make its investments in this area. He will use the committee's report in the search for a Chief Information Officer.

Prof. Woo asked, in connection with the discussion of strategic planning, about the status of the eight task force reports submitted to the Provost's Office? Prof. Hatch replied that he spent a week in the middle of August drafting a response to the task forces' recommendations. His response should be given to the faculty in the next few weeks.

**5. Election of the Provost's Review Committee.** The Academic Articles provide that the University's Provost "is elected by the Board of Trustees for an indefinite period upon recommendation of the President. The appointment is subject to formal review every five years." Academic Articles, Art. II, Sec. 1. With Prof. Hatch starting his fifth year as Provost, Prof. Mooney explained the procedure by which the Academic Council would elect five faculty members and one student member to form the review committee. She said the faculty members elected to the review committee must be *elected* representatives to the Council. *Ex officio* members are not eligible. After a lengthy voting process, the five faculty members elected to the review committee were: Profs. Ikaros Bigi, Edward Conlon, Teresa Ghilarducci, Naomi Meara, and Joseph Powers. Andrew Olejnik was elected as the student member.

**Committee reports.** The three standing committees of the Academic Council met to formulate their agendas for the coming year. A member of each committee then reported back to the Council as a whole.

**(a) Faculty Affairs Committee.** Prof. Mendenhall reported that the Faculty Affairs Committee will continue work begun last year on devising a faculty alcohol policy and the question of representation of Library Faculty on University committees. Additional topics that the committee members agreed to take up include Adjunct Faculty representation in the Faculty Senate; a Faculty Senate resolution regarding a proposal to add 150 members to the faculty in addition to the number recommended by the Colloquy; proposed changes in the *Faculty Handbook* regarding Research Faculty; and the representation of women on the Notre Dame faculty.

**(b) Graduate Studies Committee.** Prof. Garg said, last year, committee members decided that their primary function should be to advise the Vice President for Graduate Studies and Research on strategic initiatives and planning. Beyond that, committee members see themselves as advocates of graduate education at Notre Dame. Members would like to explore how the University can best promote graduate education. In addition, the Graduate Council appointed several committees that formulated various recommendations; the Graduate Studies Committee will take up the question of implementing those recommendations. Finally, an important topic the Committee intends to take up is that of the infrastructure for research activities at the

University, including technical support, secretarial assistance, and library support.

**(c) Undergraduate Studies Committee.** Prof. Roche reported that the committee members suggested a number of issues for consideration this year, but the group still must decide how to prioritize them.

Last year, the committee should have looked at the report of the Task Force on Curricular Innovation. Members would like to consider the report this year, as well as Prof. Hatch's response to it. Two issues in which the committee is particularly interested are: (1) The role of service in experiential learning at Notre Dame. A student member of the committee pointed out that the number of students applying for experiential learning opportunities now far exceeds the number of available slots. (2) Faculty/student relations in the context of curricular innovation. Committee members will ask how the University might foster better faculty/student relations by looking at the present recognition and reward system.

At the end of last year, the revision of the Academic Code of Honor was returned to the University Honesty Committee chaired by Prof. Stuart Greene. Prof. Roche said some members suggested today that, because the Undergraduate Studies Committee had not been involved in the revisions, committee members were not invested sufficiently in the changes when they were presented to the Academic Council. If the Undergraduate Studies Committee does take up potential revisions to the Honor Code, members intend to investigate practices across the colleges and inventory the various issues identified by each college. While the Academic Council discussed several issues related to the Honor Code last year, the discussion may not have included all the critical issues related to this topic.

Committee members also feel that it is time to meet with Dr. Harold Pace, University Registrar, and discuss with him course scheduling problems related to the relatively small number of Friday classes at Notre Dame. The Committee may explore arguments in favor of adopting some kind of formula for moving classes into Friday slots. It may also look at how other institutions deal with this issue.

Some committee members also said they would like to take up the issue of grade inflation. Although the Executive Committee plans to examine this topic, it is primarily an undergraduate issue and the committee may be interested in studying it.

Prof. Roche said the final issue raised for consideration by the committee this year is the possibility of creating a University office to foster postgraduate scholarships for Notre Dame students. This topic has been explored by various bodies at the University, and has even been discussed in the Academic Council, but none of the various proposals has ever gotten off the ground. Committee members suggested that they review the work of previous committees and determine whether any of their recommendations could be brought forward.

Fr. Malloy thanked Academic Council members for participating in the retreat meeting. He reminded members that when the Council moved to a committee structure, the intent was for creative ideas to come to the group as a whole by way of the standing committees. While the Executive Committee has the option of canceling a scheduled meeting of the full Council for lack of an agenda, all three committees have outlined enough important work this year to establish a sufficient agenda for every Council meeting. Some committee work may take several months to come to fruition; however, if there are matters to be brought forward – even if only for discussion – it would assist the whole Council in its endeavor to identify and own various issues over which it has responsibility.

Fr. Malloy adjourned the meeting at 8:30 p.m.

Sincerely,

Carol Ann Mooney  
Secretary